



## MORALE, PRODUCTIVITY AND TOTAL QUALITY MANAGEMENT

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Introduction:-“The creative individual tends to have considerable independence of judgment ,rich, often bizarre imagination combined with a good real of reality contact, openness to strange and complex situations, sensation and ideas, and a need to contribute something distinctive, be a pioneer, and to actualize one’s potential .While some of the creative abilities may be substantially determined genetically, others may be influenced strongly by the individual’s environment and his motivation. Situations in which the person feels relaxed and yet alert may also be conducive to creativity.”

“Important as the creativity of individuals is, even more important perhaps is the creativity of bodies of people, such as organizations, communities, and society itself.After all , beyond a point creativity is very much a team effort”

“Any collectivity-be it a society, or a community, or an organization-is likely to be innovative if, 1) it faces a challenging environment, 2)if it has a culture that is “open”, democratic, and meritocratic, and 3) its management is well designed both for innovation and for implementation of innovations. Where any of these three factors is weak or missing the chances are that the collectivity’s response to challenge will not be innovative.”

**Key Words:-** The terms “employee attitude” attitude”, job satisfaction” and “industrial morale” are used interchangeably by several industrial psychologists However, these terms can be clearly differentiated from each other.

**Scope of the study:**

The present study deals with Morale, Productivity and Total Quality Management of employees of various sector.

**Limitation of the research study**

The present study is limited only five sectors employee only

**Research Design**

The research was based on assessing employees of banks sector private and public sector education and NGOs employee. The design was a descriptive study which used both quantitative and qualitative tools of satisfaction, morale adopted by employer. The study was based on the use of questionnaires. These approaches were used because they were satisfactory tools for collecting data for the sample population to investigate the topic under study.

**Objective of the study**

1. To identify the Morale and satisfaction practice of various sector employees
2. To identify how qualitative policy affect the developments of employees morale
3. To study how the employee more efficient. Through morality

**Hypothesis of the study**

1. The major role of employees satisfaction and Morale development of participating nations in attracting to increase productivity.
2. Quality Management increases the efficiency of employees.
3. Morale and satisfaction is a key to healthy development.
4. To study factors affecting quality Management.

**Sources of Data**

Secondary source of data were used in conducting the research.

**Secondary Sources**

The study also made use of secondary data in collecting information. The sources of the secondary data include books, internet search, articles, and journals among others. This helped to identify how others have defined and measured key concepts, the data sources that of others used and this helped to discover how this research project is related to other studies.

**Population**

banks sector private and public sector education and NGOs employee.were selected for the study. in Pune District.The population of the study consisted of employees from the various

departments of the bank and this included human resource department. The total population from the selected branches was made up of employees.

### **Sample Size**

A sample size of 200 employees were chosen from the selected in Pune District, for the study. This was based on the staff strength of the various departments of banks and to ensure that the sampled was representative enough to draw conclusion.

### **IMPROVING PRODUCTIVITY THROUGH PEOPLE BUILDING;**

#### **A Case Study of Modern Group-2**

A Rs,547-crore company intends to treble its turnover in three years and revive up its organizational machinery to achieve the goal. Soon, its manpower groomed along conventional lines, is consumed in the growth process and buckles under pressure, worse still, it suffers a hemorrhage of manpower at a time when it needs more talent. How would the organization react to this challenge?

#### **HRD as a Core Strategy of Growth**

In the new setup, HRD forms a core element of Modern's growth strategy; earlier it had been relegated to the background. Such a change was brought about after a perception study was conducted in the organization in June 1994. The survey revealed both the strengths and weaknesses of the company. Among the strengths, it was found that there was no politicking in the company; it was a fast-growing group and was lean at the top But the weaknesses were more glaring ;there was no proper HRD strategy; interpersonal relations were poor.

Based on these findings, the department developed various training calendars and also prepared an HRD manual to be implemented in the group. While companies generally depend on outside agencies or consultants, in this case, the policy was simple; make its HRD division a single shop that meets all its requirements.

“Most of these standard programmers are stereotyped and we found they could not be applied wholly in our organization. So, we developed a system that suited our needs and requirements”, says Kamal Ranke, a managing director in the group.

#### **HRD Programmed Launched**

First, the division conducted two-day workshops on creativity for the managerial staff, with an accent on creative problem solving, transactional analysis, team building and conflict management. The brainstorming sessions and interpersonal problems came down some change after the brainstorming sessions, and interpersonal problems came down drastically.

The increased efficiency was possible because at the freewheeling session, the executives aired their problems. For instance, the rejection rate for insulators, one of its products, was as high as 30 to 40 percent. The reason was traced to a technical flaw in the production and during one of the creativity session, an employee suggested a remedy which solved the problem once and for all.

On many other occasions, the HRD division identified the problems and coordinated between various agencies to solve them. To cite another example from its threads division, Modern sold its 2/18s count product at Rs. 126 per kg while its competitors sold it for Rs. 134. The division wanted to bring the price on par with the competitors, as a lesser price did not work to its advantage. The division brought together the Rand D, manufacturing and marketing team, which worked together and reduced the price difference to one rupee-with better quality, of course.

#### Change Introduced-

Instead of forcing change on the employees, Sinha's approach induced them to change themselves. If try to change someone to suit my ways, the person will become either submissive or rebellion, depending on his nature. So, the workers were made to do some introspection and change accordingly for the better", he explains. Since the training was compulsory for all the staff members, it served as a catalyst for change.

#### Tangible Gains

Sinha claims that the cumulative gain for the company due to the current changes can be pegged at Rs. 10 crore, which was achieved through cost-saving, increased efficiency and newer techniques.

#### Further HRD Efforts

The HRD division publishes training calendars, which contain the programme schedules for the various departments. Recently, it conducted three program me for the managerial staff on situational leadership- empowering the leader; on international management skills, and on effective communication and presentation skills.

#### Review of Literature-

The division did stop with this. In April [1996] it intended to start a few more programmers on team building and interpersonal deaconships-introduce tests on FIROB and FIRO-F (fundamental interpersonal relationship orientation -behaviors and feelings).

These programmes were meant to help employees identify their strengths and weaknesses and the kind of personality they have. Based on the results of the tests, the HRD division would formulate methodologies to deal with various problems.

Then, there is the SMRRTCA (specific, measurable, result-oriented, relevant, time bound, with cost and achievable) system for measuring an employee's performance. Though Sinha has not followed any model while designing his system, he says he was influenced by a book, *Fourth Eye*, written by Pradip Khandwala.

Since the 'fourth eye' referred to in the book is "creativity", which is the third eye? "Destruction", says Sinha. And this is what he has set out to do-constructive destruction of the existing system in order to create a better one.

#### DEFINITION AND MEASUREMENT OF MORALE

##### Attitude and Job Satisfaction Defined

##### Definition of Morale and Related Concepts

The term "attitude" has been defined by Maier as a kind of mental set, while Newcomb defines it as a state of readiness to be motivated. It is neither behavior nor a cause of behavior, but it relates to an individual.

As Gilmer points out, attitude may contribute to job satisfaction because it involves numerous attitudes.

Although job satisfaction may contribute to morale, it is not the same. Job satisfaction has been defined as a general attitude, which an individual has as a result of several specific attitudes in three areas including job factors, individual adjustment and group relationship outside the job.

##### Morale as an Individual and a Group phenomenon

Morale has been used both as an individual and group phenomenon. Guion defines morale from the individual standpoint as the extent to which an individual's needs are satisfied and the extent to which the individual perceives that satisfaction as stemming from his total job situation. Frequently, it is assumed that when an individual has few frustrations, he seems to possess "high" morale and that when he possesses relatively numerous frustrations, or intense frustrations; he appears to have "low" morale.

On the other hand Blum considers the morale as a group concept involving four elements such as group solidarity, group goal, and observable progress toward the goal and individual participation in accomplishing the goal. In this group concept, morale involves interactions among group members and is akin to the common concept of team spirit.

Miller and Form observe that the concepts of “satisfaction”, “motivation” and esprit de corps revolve around within the domain of employee morale ambiguously. They present three definitions of morale.

#### Three Flavors of Morale

1. Morale refers to the total satisfaction, which the individual (or group member) acquires as a result of his membership and involvement in an organization setting.
2. It relates to the state of motivational drives through which the individuals (or group members ) tend to accomplish goals and face future challenges.
3. It is the consensus or esprit de corps revealed by a group while making efforts towards the accomplishment of its goals.

#### Combination of Attitudes

Explicitly, group morale can be measured by measuring the morale of each group member. Kahn and Katz consider morale as a combination of attitudes towards the company, job and the immediate supervisor .This definition is highly significant from the standpoint of the measurement of morale.

#### Measurement of Morale and Attitude

Morale can be measured by evaluating individual’s attitudes. Behavioral scientists have developed several techniques for the measurement of employee attitudes and job satisfaction Among these measurer are included inference prediction from behavioral data interviews and questionnaires and scales. Interviews form the most significant and widely used measuring technique, although they are frequently supplemented by questionnaires and scales to enhance their reliability. The scales are highly objective measures of employee attitudes and usually involves three basic methods for selection and scaling of items which include the Thurstone method of equal appearing intervals, the Likert method of summated ratings and Guttman method of scale analysis, The Likert method is frequently used in view of its simplicity and practicability. Usually, this method involves a five-point scale. Attempts have been made to devise several techniques based on these methods to measure attitudes and morale. For example, Hull and Kolstad have devised a morale questionnaire and Smith et al have developed the job Description Index Technique to assess job attitudes. Another technique has been developed by porter and Lawler for evaluating job attitudes. Sometimes, projective techniques such as incomplete sentences, story completion, and sociometry (a measure of group cohesiveness) are used to measure morale.

Notwithstanding these benefits, sometimes, morale surveys are objected to the management in view of a fear of adverse effects on employees as well as of disclosure of its own weaknesses. These surveys are also opposed because of a belief that they will dig up latent dissatisfaction among employees. The management is also opposed to such these surveys because they do not indicate as to why individuals feel as they do or how they could eliminate their feelings of dissatisfaction. Explicitly, these chares and fears are baseless. Admittedly ,as Davis observes, the morale surveys do not provide solutions to all the problems of the employees, but they provide understanding, which forms a first step to A

#### FACTORS IN MORALE

Numerous factors are associated with employee morale Some of these factors include job satisfaction and dissatisfaction, absenteeism and tardiness, disciplinary problems, fatigue and monotone, employee grievances, employee unrest, For detail refer to Table

#### Job Satisfaction and Dissatisfaction

Job satisfaction is of utmost significance from the standpoint of employee morale. It is a complex of different attitudes, possessed by individual. These attitudes relate to several aspects of the job such as opportunity for public service, steadiness of employment supervision, pay, coworkers, working conditions, cleanliness, working hours, ease at and work, company benefits, communication, recognition and allied factors . As Tiffin and McCormick point out ,the satisfaction, which an interdunal obtains in his job, is largely the result of the extent to which different aspects of his work situations are relevant to his job-related value systems. In addition to these job related factors, individual's adjustment and group relationship outside the job also form major determinants of job satisfaction Obviously, job satisfaction and job dissatisfaction are two separate dimensions.

Harrell, on the basis of numerous studies, classifies determinates of job satisfaction in three groups including personal factors, factors inherent in the job and factors controlled by the management.

#### Personal Factors-

Personal factors relating to the job satisfaction are number of dependents age, time on job, intelligence, education and personality.

First, usually women are more satisfied than men in their jobs. It is perhaps because of the fact that they have less ambition and financial needs than their counterpart.

Second job dissatisfaction increases with the increasing number of dependents. Presumably, increased financial stress leads to greater dissatisfaction in jobs.

Third older individuals in white-collar jobs have greater intrinsic job satisfaction but less financial and job status satisfaction. However, the relationship between job satisfaction and age is uncertain

Fourth it indicated that job satisfaction is relatively high at the start and end of the job duration and low in the middle period of the job.

Fifth, the relationship between job satisfaction and intelligence is a function of nature of work. Intelligent individuals in less challenging and repetitive work are found to be dissatisfied.

Sixth, education has dubious relationship with job satisfaction. Individuals with high education are likely to be satisfied with their jobs depending upon advancement policies and opportunities in relation to education in the company.

Lastly personality forms a major determinant of satisfaction and dissatisfaction. It has been shown that neurotic tendency causes job dissatisfaction in jobs of “greater” strain and that there is highly positive relationship between general satisfaction and job satisfaction.

Explicitly job dissatisfaction is likely to occur because of personality characteristics, which cause dissatisfaction outside the work situation. Indeed, the personality maladjustment, in general, is significant source of job dissatisfaction.

## Conclusion

### Indian Studies on Morale

In India, several studies have been conducted on morale and its relationships to several variables in organizational settings. Some of these studies are described here. Gandrade thinks that morale surveys are of utmost significance from the standpoint of improving employer-employee relations, that these surveys can provide information about how employees feel and react to their job situations and thus help the management in the formulation of sound Labour policies and that improved morale may enhance the quantity and quality of production.

Survey parameter’s for increase morale out of 200 employees

Areas of employees	High qualification	Occupational status	Relation with employer	salary
Banks	50	10	10	20
Pvt, company	10	10	20	30
Publ, company	25	20	20	25

Government	20	60	40	20
Education	75	70	50	70
NGO	15	20	30	30
entrepreneur	05	10	30	05

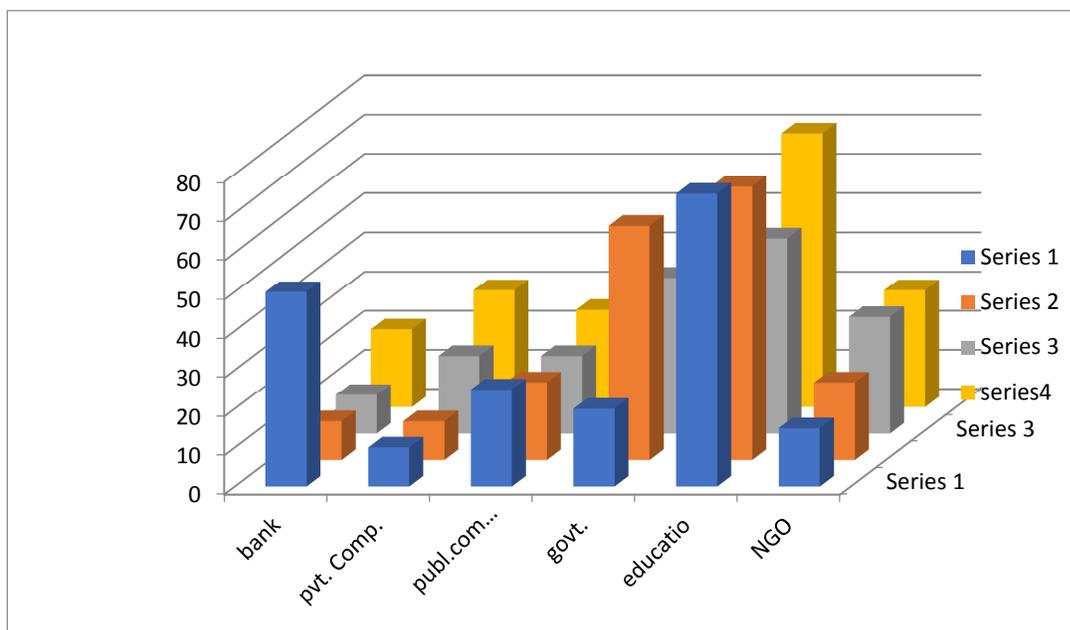


Chart.-1 – indicate survey for increase morale factor of employee

**Source: field survey December, 2020** Chart 2 shows that majority of respondents (70) representing 35% of the population had worked with the bank keep the morality in work, while 70 respondents representing 31% of the population had at the education. clearly shows that the majority of respondents had value to occupational status

Survey parameter's out of 200 employees,for job satisfaction

Areas of employees	Work skill	Occupational status	Size of organisation	of salary
Banks	70	10	05	20
Pvt, company	10	30	40	30
Publ, company	05	40	20	25
Government	05	60	10	20
Education	70	20	40	70
NGO	10	30	30	30
entrepreneur	30	10	55	05

Survey parameter's out of 200 employees,for job satisfaction

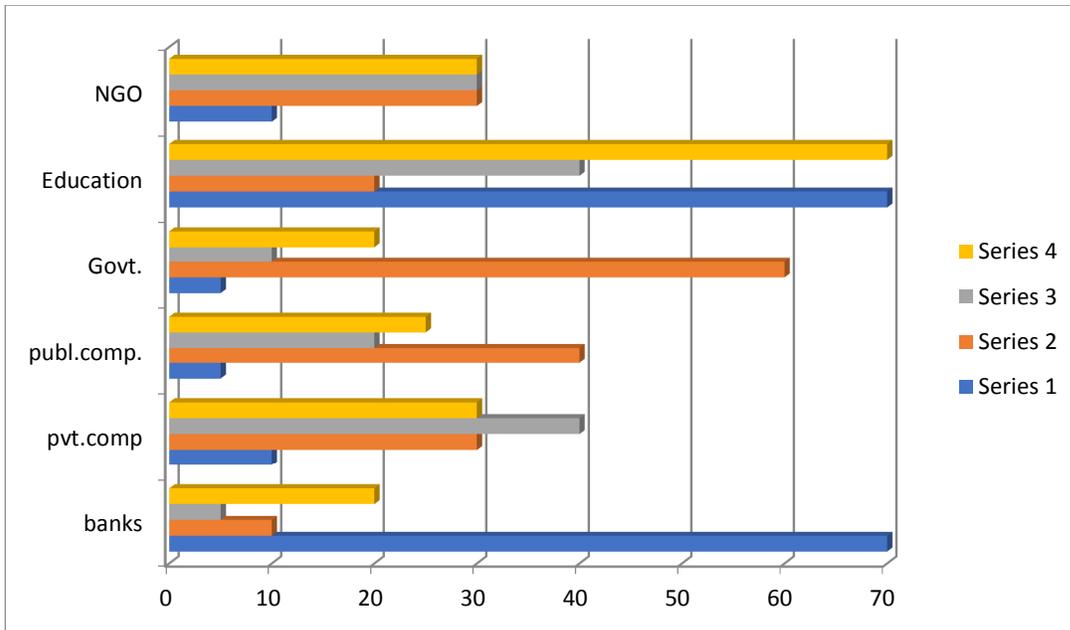


Chart.-2 – indicate survey for increase satisfaction factor of employee -**Source: field survey December, 2020** Chart 2 shows that majority of respondents (71) representing 71% of the population had worked with the banks satisfied with work skill while 70 respondents representing 35 of the population had satisfied with salary.

Conclusion

In India, several studies have been conducted on morale and its relationships to several variables in organizational settings. Some of these studies are described here. thinks that morale surveys are of utmost significance from the standpoint of improving employer-employee relations, that these surveys can provide information about how employees feel and react to their job situations and thus help the management in the formulation of sound Laboure policies and that improved morale may enhance the quantity and quality of production.

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